Clinton-Essex-Franklin Library System

Community workshop

Schroon Lake, 5/1/24, 3:00 – 7:30 pm

1. Welcome, review agenda

Part one: Board recruitment and development

2. The Four Stages: How groups grow and change over time
   - What's your current stage? What are the implications for the board's role?

3. Designing the ideal board
   - What *skills, qualities, and representation* do you want? Which do you have now?
   - Building your board matrix (exercise)

4. Using job descriptions to set clear expectations, help with recruitment, and provide support
   - Review samples
   - Create your own, based on these samples (exercise)

5. Breakouts: What board topics do you want to discuss?

DINNER 5:00 – 5:45

Part two: Volunteer recruitment and management

6. You, the volunteer: your best – or worst – experience (exercise)

7. Three views of volunteer leadership: pyramid, concentric circles, grid
   - Designing volunteers: Who do you need and where do you need them? (exercise)
   - Bringing them in and moving them up: strategies for recruitment and advancement

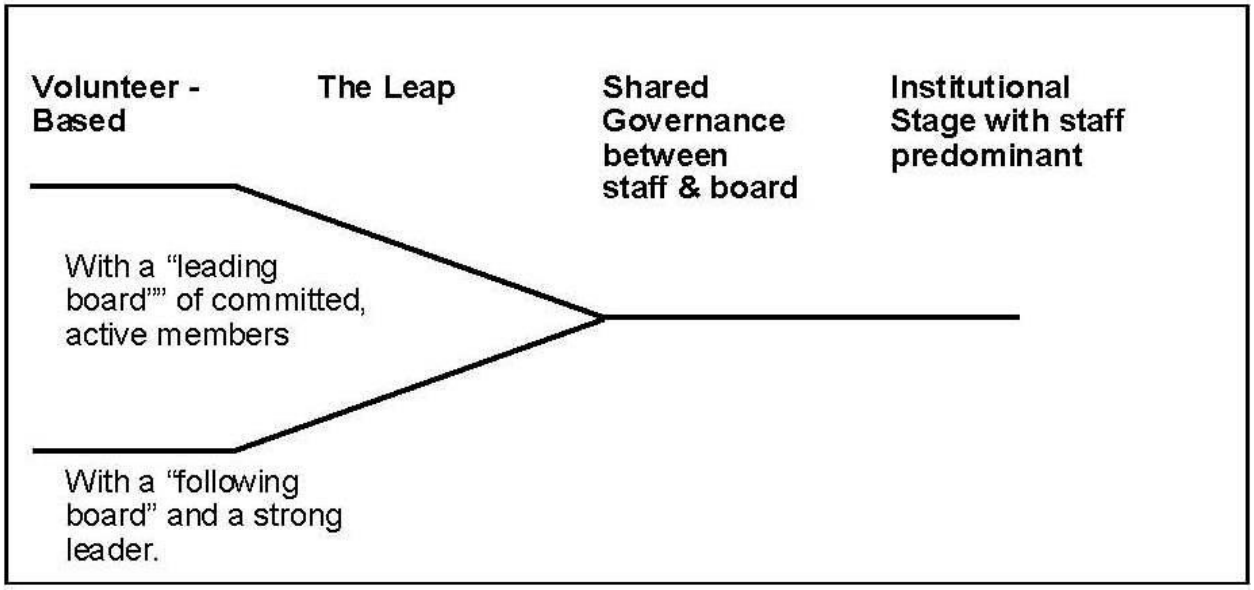
8. Creating and using volunteer agreements (exercise)
   - Green Decade Coalition volunteer opportunities checklist
   - Board fundraising menu and agreement

9. Action planning: How will you implement what you learned today (exercise)

ADJOURN 7:30

Four Stages of Organizational Development

Adapted, with permission, from the Institute for Conservation Leadership, www.icl.org



Board recruitment matrix

In the left column, fill in the skills and qualities you desire from your board members. Across the top, write in the initials of your current board members, or simply rank the board as a whole. Here's a simple scoring system: + *(outstanding),* √ *(adequate),* - *(poor), ? (don't know).*

Skills and qualities desired	**Board member initials**											

What board members provide	What board members can expect in return
1. I will give my best effort to "hit the ground running" when beginning my service with the board.	1. The organization will provide me with a full orientation, including background information on work accomplished to date.
2. I will learn about the organization's mission and programs, and be able to describe them accurately.	2. The organization will provide me with relevant materials and education.
3. I understand that the board meets ___ times per year, plus one annual full-day retreat. I will do my best to attend each meeting, with the understanding that three consecutive unexcused absences will be considered resignation from the board.	3. I expect that board meetings will be well run and productive, with a focus on decision-making and not merely reporting. I understand that agendas will be distributed at least one week in advance. If I wish to add items to the agenda, I will contact the chair at least two weeks in advance.
4. I accept fiduciary responsibility for the organization and will oversee its financial health and integrity.	4. I expect timely, accurate, and complete financial statements to be distributed at least quarterly, one week in advance of the relevant board meeting. I also expect to be trained to read and interpret these financial statements.
5. I will provide oversight to ensure that our programs run effectively.	5. I expect monthly reports from the executive director, program updates, news media, etc.
6. I accept ethical responsibility and will help to hold fellow board members and the executive director (and, by extension, the full staff) to professional standards.	6. The organization will provide me with relevant training.
7. I will serve as an ambassador to the community to educate others and promote our work.	7. I will need materials and may need training (public speaking, etc.) to do this job effectively.
8. I commit to increasing my skills as a board member.	8. The organization will provide me with appropriate training and support.
9. I will participate in fundraising to ensure that our organization has the resources it needs to meet its mission. I commit to making a personal donation; our organization will be one of the top three charities I support each year that I am on the board.	9. I will be able to choose from a range of fundraising activities, and I expect relevant training and support to help me fulfill my obligations. I will have the option of fulfilling my personal pledge in monthly or quarterly installments, if I so choose.
10. I will evaluate the performance of the executive director.	10. This evaluation will be based on goals developed jointly by the board and the E.D.

_____ _____

Board member signature **Date** **Board chair signature** **Date**

Carolina Mountain Land Conservancy
Board Member Agreement

I, _____understand that as a member of the Board of Trustees of the Carolina Mountain Land Conservancy, I have a legal, moral and fiduciary responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward.

My duties and responsibilities as a board member include:

1. I will serve a three-year term. I understand that my term may be renewed one time, if I wish and the board agrees, for a maximum of six consecutive years of service.
2. I will represent the organization, and interpret the organization's work and values to the community. I will act as an ambassador in support of CMLC's goals to attract new volunteers, trustees, donors, and land projects to the organization.
3. I will engage in long-term planning for CMLC and I will help shape the vision and work of the organization.
4. I will attend at least 75% of board meetings and key events (i.e. Spring Annual Meeting and Fall Fundraiser). I will inform the staff or President beforehand if I will not be able to attend a meeting or event.
5. I will make a personal financial contribution at a level that is meaningful to me.
6. I understand that Board members are sometimes asked to help with fundraising (including help with donation letters, events, donor visits, and foundation meetings) and I will support CMLC's fundraising as the need arises and my schedule allows.
7. I will act in the best interests of the organization, and excuse myself from discussions and votes where I have a conflict of interest.
8. I will stay informed about what is going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, finances and other board matters. I will, to the best of my ability, take advantage of educational and professional development opportunities in order to be informed.
9. I will participate in the organization by serving on at least one committee or project.
10. If I don't fulfill these commitments to the organization, I will expect the board president to call me and discuss my responsibilities with me.

In turn, the organization will be responsible to me in several ways:

1. I will be sent, without request, bi-monthly financial reports and an update of organizational activities that allow me to meet the legal requirements of being a board member.
2. I will be provided with an initial orientation and offered subsequent educational and professional development opportunities to help me perform my duties and keep me informed about issues in the land conservation field.
3. Board members and staff will respond in a straightforward fashion to questions I have that I feel are necessary to carry out my fiscal, legal and moral responsibilities to this organization. Board members and staff will work in good faith with me towards achievement of our goals.
4. If the organization does not fulfill its commitments to me, I can call on the board president and executive director to discuss these responsibilities.

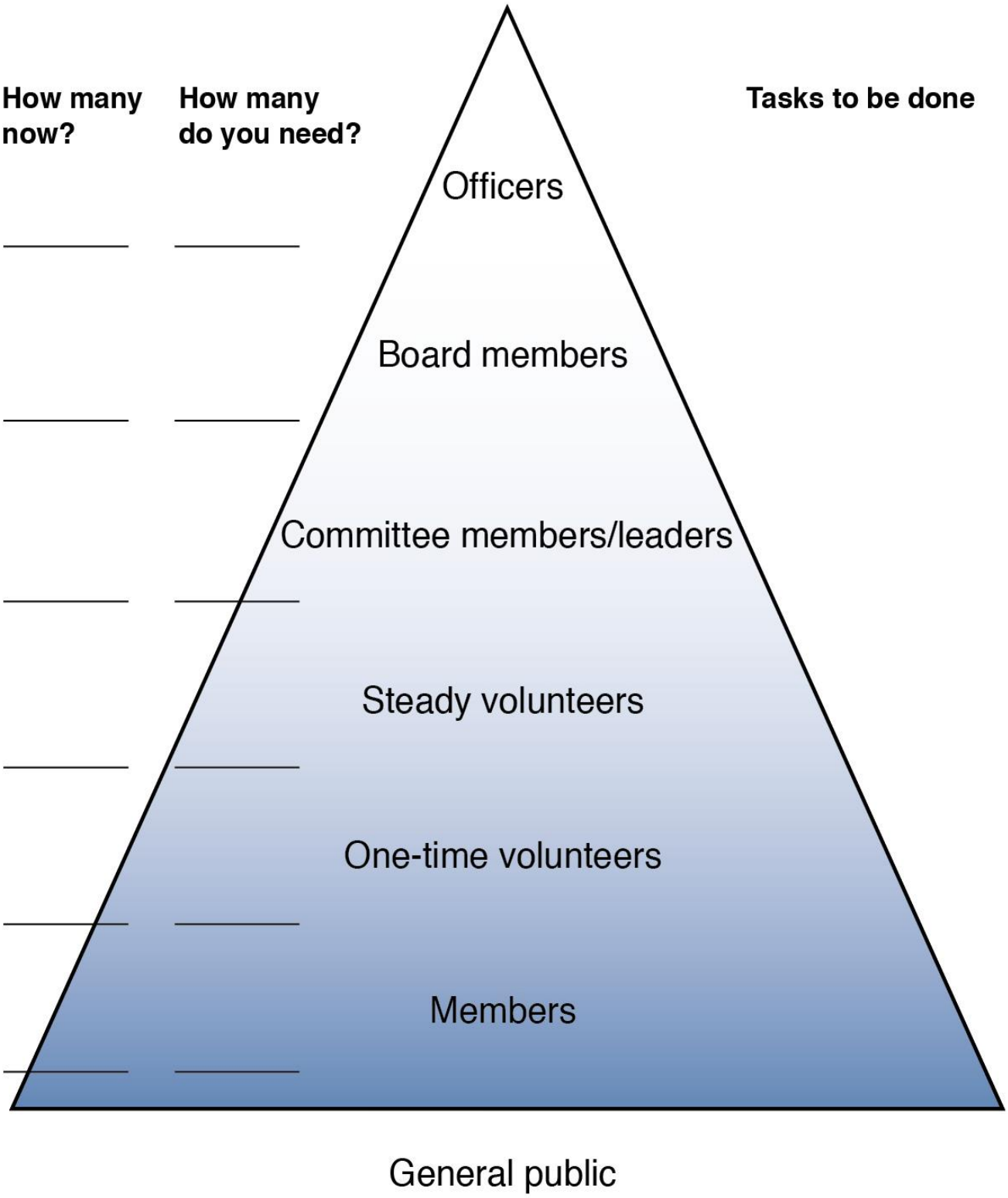
Signed:

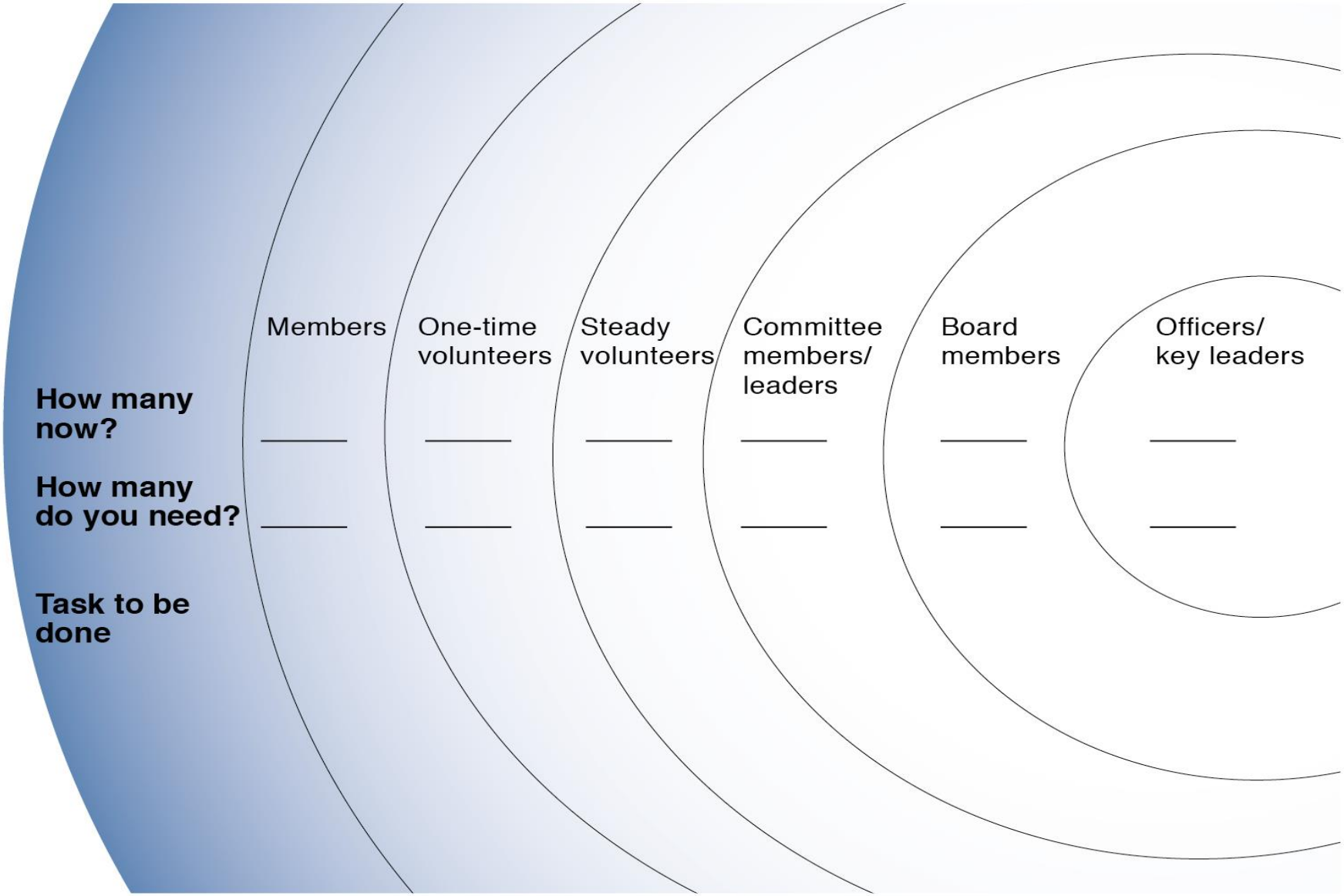
_____ Date: _____
Member, Board of Trustees

_____ Date: _____
President, Board of Trustees

[Have the Board President sign two copies of this Agreement, and ask new board members to sign them, return one copy to the Board President, and keep the other for reference.]

	Recruitment and outreach Finding new people; being an ambassador	**Program** Helping to deliver your programs and services	**Advocacy** Working to change public policies	**Fundraising** Helping to generate resources to do your work	**Governance** Serving on the board or committees	**Other**
NEW Getting started						
EMERGING More responsibility						
EXPERIENCED Leadership roles						
ESTABLISHED Teaching and mentoring others						


How many now?
How many do you need?
Tasks to be done
Officers
Board members
Committee members/leaders
Steady volunteers
One-time volunteers
Members
General public


Members
One-time volunteers
Steady volunteers
Committee members/ leaders
Board members
Officers/ key leaders
How many now?
How many do you need?
Task to be done

MAKE A DIFFERENCE - VOLUNTEER FOR YOUR ENVIRONMENT

The Green Decade Coalition/Newton is 99.9% volunteers. Click on the boxes below to find out more about each committee and what you can do!

Energy Committee	Environmental Speakers Series	Environmental Study Circles
• Energy action committee • Energy audit follow-up • Community outreach • Case studies • Kyoto rewards program	• Registration table • Tea table at events • Post flyers • Recommend speakers or topics	• Join a study circle • Coach a study circle
Faith and the Environment	GreenCAP Committee for Alternatives to Pesticides	High Performance Buildings (Green Buildings)
• Join the Faith and the Environment Committee • Liaison with faith organization	• Distribute resources • Promote videos • Annual activities • Promote organic landscaping • Monitor IPM & pesticide use	• Become a participant • Become a liaison • Help with community education and outreach
Household EcoTeams	Membership Committee	Media & Public Relations
• Join an EcoTeam • Coach an EcoTeam	• Annual mailing • Follow-up mailings • Community outreach • Newsletter mailings	• Write articles/reviews • Photograph events • Help with cable TV show • Help post flyers
Kids Go Green/Students for a Greener World	School Outreach	Transportation
• Help at Green Decade events • Join Students for a Greener World • Help create and coordinate activities for students & kids • Write articles for Green News, TAB or school paper • Help coordinate Energy Essay & Art Contest	• Liaison with school • Help implement programs in the schools • Help coordinate special programs or contests	• Join the Transportation Committee study group • Help develop recommendations for change • Help coordinate studies of specific transportation issues in Newton • Help coordinate BikeNewton events

Menu of 2017
Fundraising Opportunities

Board Member: _____ Date: _____

This is an "all you can eat" menu!
We ask you to commit to as many items as you like – but at least one per category.

Appetizers

- ❑ Provide names of donor prospects
- ❑ Personalize letters to current and prospective donors
- ❑ Attend and mingle with donors at a House Party
- ❑ Introduce development staff to members of the business community

Entrees

- ❑ Host a House Party
- ❑ Arrange a site tour for some of your friends, conducted by the Executive Director
- ❑ Accompany the Executive Director or other staff on donor visits
- ❑ Organize a 2-hour volunteer party with friends or colleagues
- ❑ Recruit new board members with fundraising experience and connections
- ❑ Recruit Wintergreens or Farm Party sponsors
- ❑ Volunteer to help at Wintergreens or the Farm Party

Desserts

- ❑ Collect copies of other organizations' solicitations and annual reports for GCH staff
- ❑ Make thank you calls to donors
- ❑ Promote and attend one of our annual events and mingle with donors

Board / Volunteer Fundraising Agreement

Name _____ Date _____

To support the mission of our organization, I agree to take on the following:

1. My gift: $_____ Payment completed by (date) _____

Terms of payment (check, credit card, installments, etc.) _____

_____

2. Prospects. I will provide names and contact information for _____ prospects by (date) _____. Even if I am unable to follow up with all of these people personally, I will still add names to the list for mailings, event invitations, etc.

3. My fundraising support tasks (*taken from our fundraising menu*):

a. Activity_____

Date(s) _____ Projected revenue (if applicable) $_____

Help / support needed from staff or board _____

_____

b. Activity _____

Date(s) _____ Projected revenue (if applicable) $_____

Help / support needed from staff or board _____

_____

c. Activity _____

Date(s) _____ Projected revenue (if applicable) $_____

Help / support needed from staff or board _____

_____

_____ _____

Signature of board member or volunteer Signature of board chair